TOWN OF WHITCHURCH-STOUFFVILLE
## ASSET MANAGEMENT PLAN

Presentation
June 18, 2025

AGENDA

- Project Overview
- State of Infrastructure
- Levels of Service
- Risk Management
- Asset Management Strategy
- Financing Strategy
- Next Steps

Journey to Date

- The Town of Whitchurch-Stouffville has been formalizing its asset management approach aligned to Ontario Regulation 588/17 since 2019.

AM Policy (2019) → Core AM Plan (2022) → Non-Core AM Plan (2024) → Corporate AM Plan (2025)
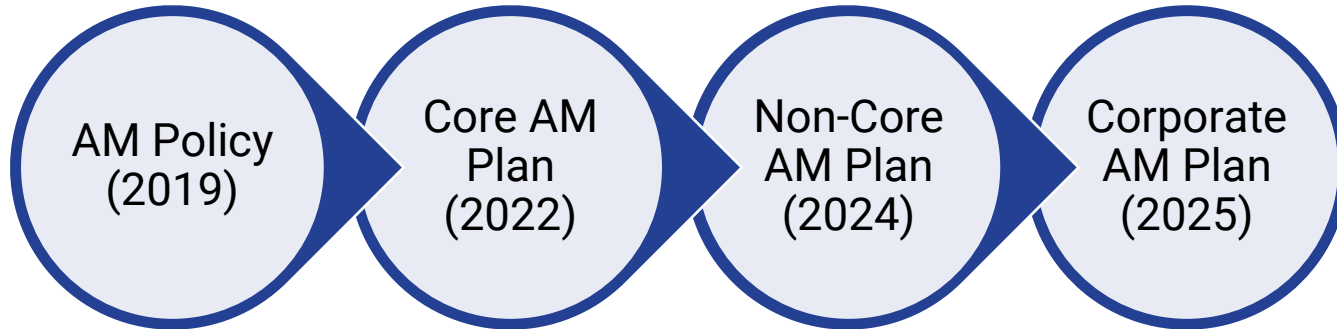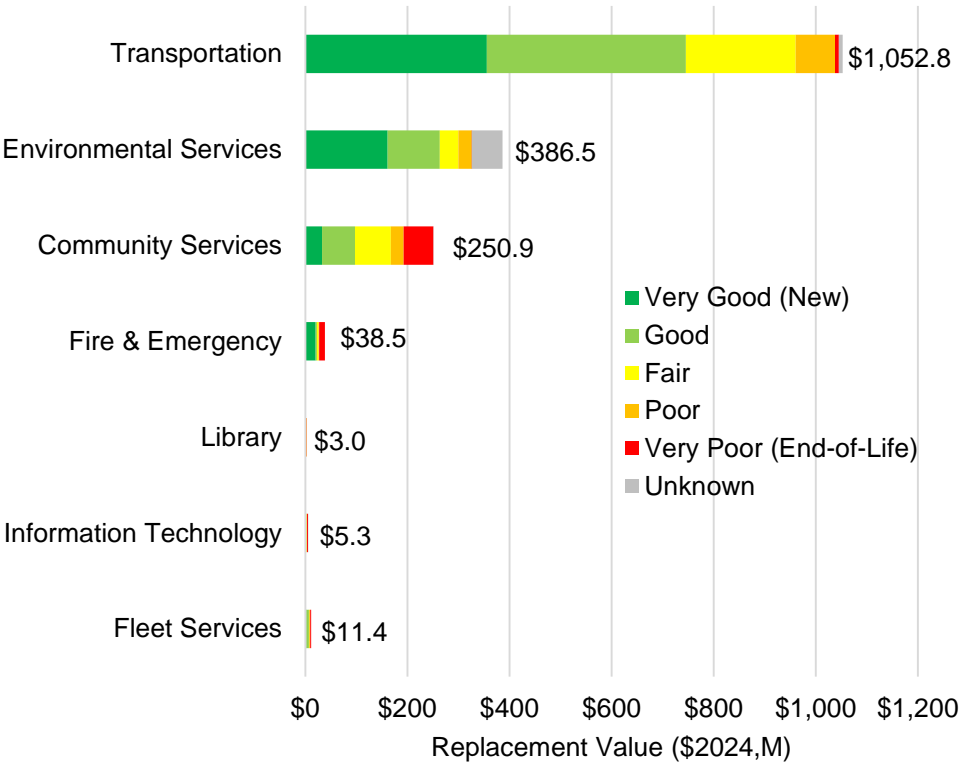
Scope & Objectives

- Corporate AM Plan that covers nine Town service areas

- Comply with the provincial O.Reg. 588/17 requirements: July 1, 2025

- Set proposed service levels that are appropriate based on affordability and risk

- Support an improved, Town-wide, asset management program that balances affordability, sustainability, risk, and stakeholder expectations.

Service Areas

- Water
- Wastewater
- Stormwater
- Transportation
- Community Services
- Information Technology
- Fire & Emergency Servies
- Library Services
- Fleet

State of Infrastructure Summary

Replacement Value ($2024,M)

Legend:
- Very Good (New)
- Good
- Fair
- Poor
- Very Poor (End-of-Life)
- Unknown

Chart values:
- Transportation: $1,052.8
- Environmental Services: $386.5
- Community Services: $250.9
- Fire & Emergency: $38.5
- Library: $3.0
- Information Technology: $5.3
- Fleet Services: $11.4

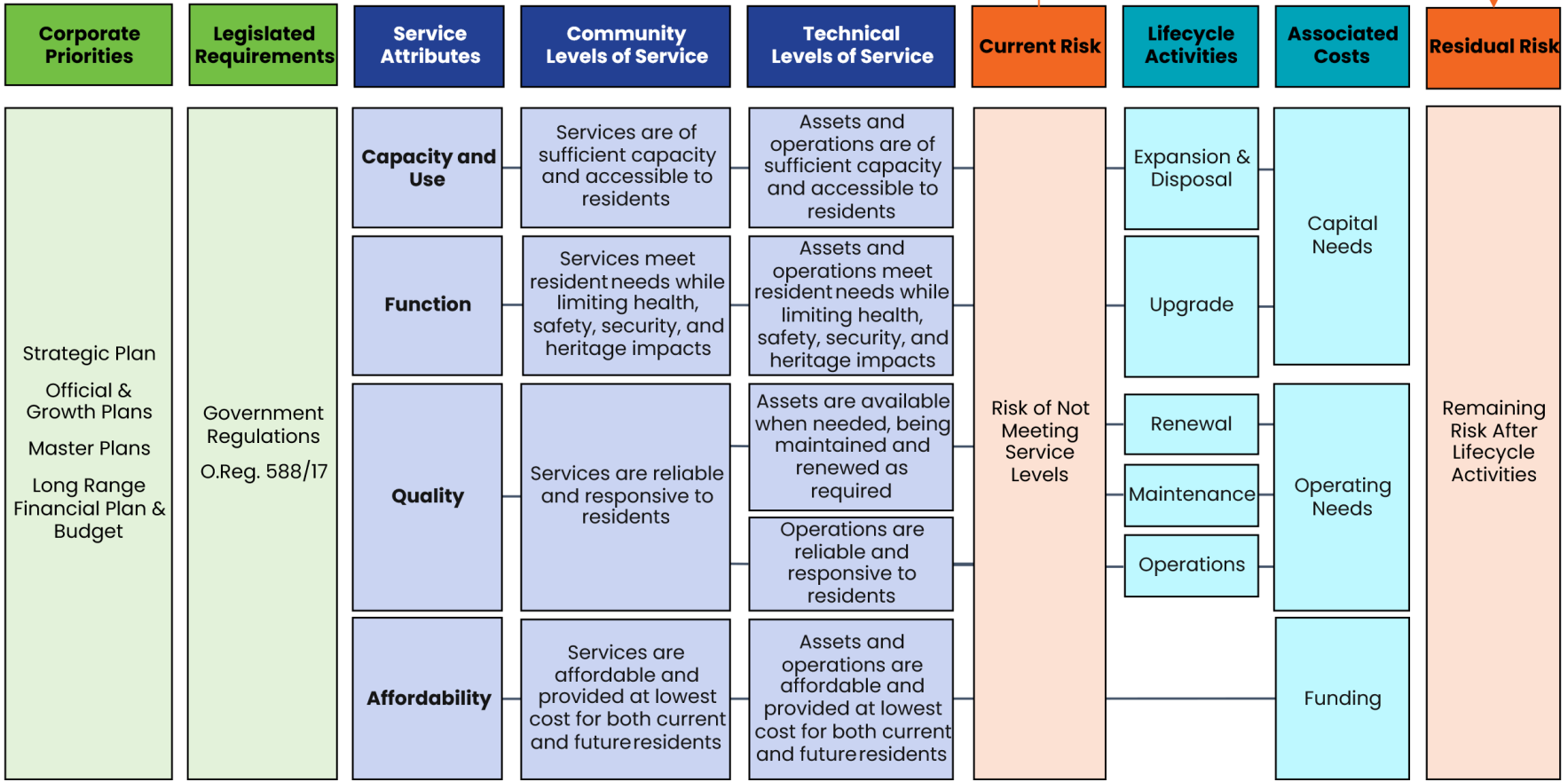- The Town manages $1.7 billion in infrastructure assets, with 84% in Fair or better condition and 4% in Very Poor condition.

- There are 4% of assets in Unknown condition

- Efforts to improve asset data quality are ongoing, particularly for the top three service areas, to support more accurate condition assessments and enable accurate lifecycle interventions.
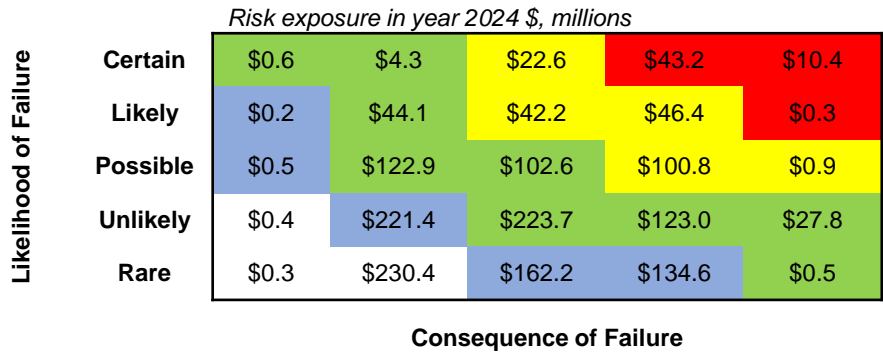
Levels of Service

Corporate Priorities	Legislated Requirements	Service Attributes	Community Levels of Service	Technical Levels of Service
Strategic Plan Official & Growth Plans Master Plans Long Range Financial Plan & Budget	Government Regulations O.Reg. 588/17	Capacity and Use	Services are of sufficient capacity and accessible to residents	Assets and operations are of sufficient capacity and accessible to residents
		Function	Services meet resident needs while limiting health, safety, security, and heritage impacts	Assets and operations meet resident needs while limiting health, safety, security, and heritage impacts
		Quality	Services are reliable and responsive to residents	Assets are available when needed, being maintained and renewed as required
				Operations are reliable and responsive to residents
		Affordability	Services are affordable and provided at lowest cost for both current and future residents	Assets and operations are affordable and provided at lowest cost for both current and future residents

Risk Management

Risk exposure in year 2024 $, millions
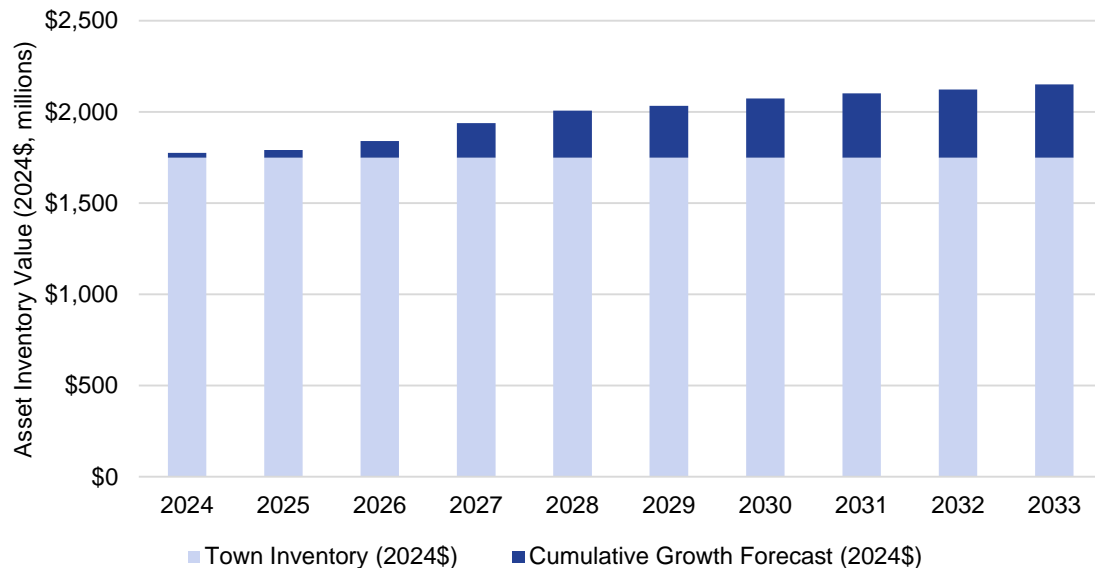
Likelihood of Failure

Certain	$0.6	$4.3	$22.6	$43.2	$10.4
Likely	$0.2	$44.1	$42.2	$46.4	$0.3
Possible	$0.5	$122.9	$102.6	$100.8	$0.9
Unlikely	$0.4	$221.4	$223.7	$123.0	$27.8
Rare	$0.3	$230.4	$162.2	$134.6	$0.5

Consequence of Failure

Risk Exposure Ratings

Very High	$54.0	3.2%
High	$212.9	12.8%
Moderate	$649.7	39.0%
Low	$518.8	31.1%
Very Low	$231.2	13.9%
Total	**$1,666.5**	**100.0%**

Key Insights

- ~3% of assets fall into the very high risk category

- This risk management approach allows for prioritization for replacement of higher risk assets

- The Town has a plan for managing these very high risk assets.
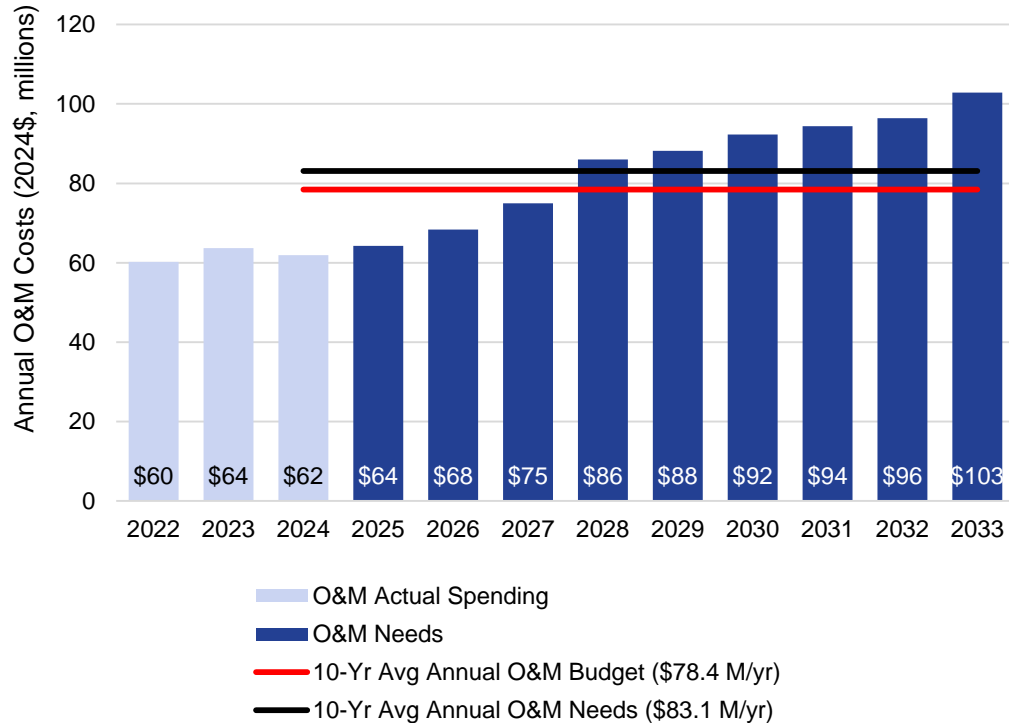
Asset Management Strategy | Growth

Asset Inventory Value (2024$, millions)

- Town Inventory (2024$)
- Cumulative Growth Forecast (2024$)

$400 million in growth assets by 2033 reflecting the needs according to Master Plans and studies.

Includes ~$58M in unfunded projects.

Significant planned growth assets include:

- Main St. Project in 2026-2028 ($22M+)

- Subtrunk 1 Extension Part 1 & 3 ($15M+)

- 600mm sewer between Highway 48 and Willowgrove Creek Tributary B in 2030 ($10M+)

- Additional Ballantrae Library Project in 2028 ($10M)

- Aquatic Centre Expansion Project in 2027 ($24M+)

- New Fire Stations 53, 54, 55, associated equipment, and fleet ($13M+ per station)

- New Neighbourhood Parks from 2025-2033 ($10M+)

# Asset Management Strategy | Operations & Maintenance (O&M)

Annual O&M Costs (2024$, millions)

Year	Value
2022	$60
2023	$64
2024	$62
2025	$64
2026	$68
2027	$75
2028	$86
2029	$88
2030	$92
2031	$94
2032	$96
2033	$103

Legend:
- O&M Actual Spending
- O&M Needs
- 10-Yr Avg Annual O&M Budget ($78.4 M/yr)
- 10-Yr Avg Annual O&M Needs ($83.1 M/yr)

Assumptions:

- O&M need increased according to the rate of asset portfolio growth.

- Added staff positions included in O&M needs as identified through master plans from service areas.

Town has a budget from 2025-2027 but this figure shows that the forecast does not increase in alignment with the expected portfolio growth.

Asset Management Strategy | Renewal
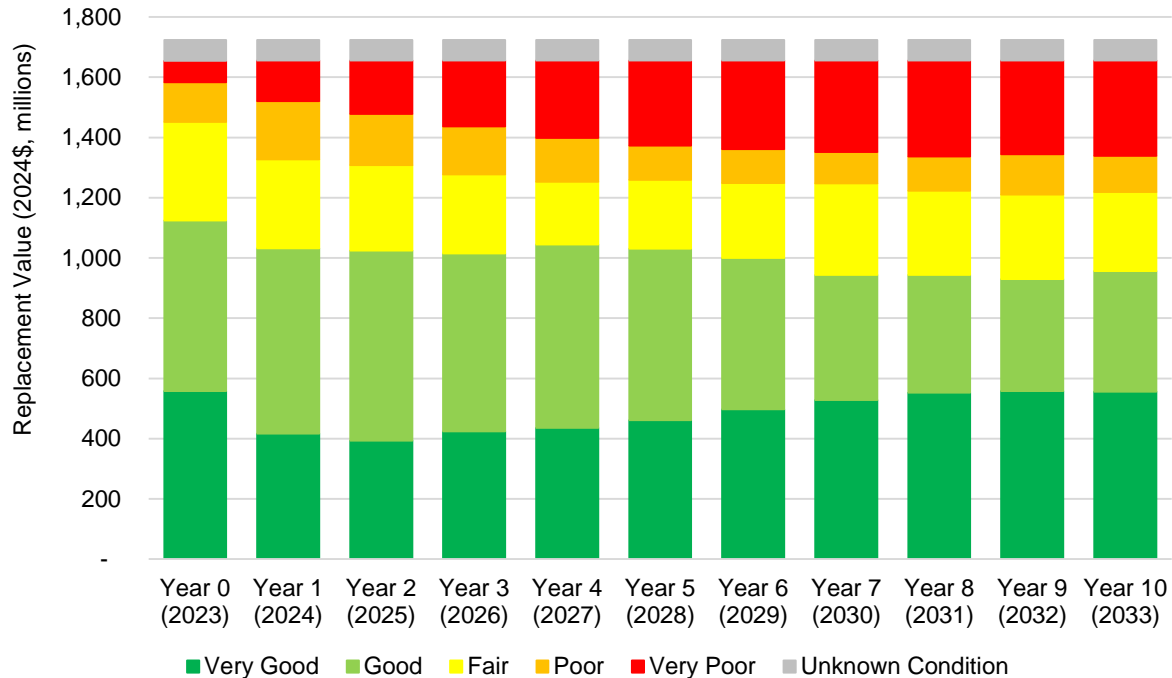
Planned Budget is **$12.3 million per year for renewal.**

This annual investment would result in the:

- Percentage of Fair or Better condition assets decreasing from 84% to 71%

- Percentage of Very Poor condition assets increasing from 4% to 18%

over the forecasted period.

The costs to maintain existing condition were estimated to be **$16.4 million per year.**

Financing Strategy

Category	10-Year Avg. Annual Need ($Millions)	10-Year Avg. Annual Funding ($Millions)	10-Year Avg. Annual Investment Gap ($Millions)	Ratio of Anticipated Funding to Needs
1. Growth	$40.1	$34.3	**$5.8**	86%
2. Renewal	$16.4	$12.3	**$4.1**	75%
3. Operations & Maintenance	$83.1	$78.4	**$4.7**	93%
Total	**$139.6**	**$125.0**	**$14.6**	**90%**

The funding gap and associated impacts may be reduced by one or more of the following strategies:

- Be strategic and mindful of future impacts of growth investments.

- Reduce near term renewal needs by deferring capital renewal projects on lower risk assets.

- Maintain the 3% capital dedicated levy (as previously approved in prior budgets).

- Increase available funds through property tax increases and leveraging third party grants.

- Invest and incorporate a robust predictive maintenance program that uses inspections to prevent failures before they occur.

- Optimize lifecycle interventions, especially for larger asset classes (i.e., asset investment planning software).

Next Steps

Annually report on the progress in implementing the Asset Management Plan (including levels of service reporting)

Implement the improvement opportunities in the Asset Management Plan

Update the Asset Management Plan at least every 5-years

APPENDIX

Improvement Opportunities

No.	Service Area	Description
Improvements For the Next Asset Management Plan Update		
1	All	Operationalize AM Plan by using it to inform and populate the annual and forecasted budget.
2	All	Incorporate internal resource needs (operational and renewal impacts) to deliver recommended AM Plan capital growth projects.
3	All	Refine AM Plan growth projections based on updated Master Servicing Plans.
4	Community	Continue to collect data on remaining facilities, establishing a regular frequency program for BCAs.
5	IT	Develop and track a LOS measure related to software functionality to meeting user needs and business requirements
6	Transportation	Include future LOS related to other Transportation assets for % of assets within expected service life.
7	Fire & Emergency	Include a measure for Fire & Emergency Services related to *Overlapping calls with unavailable services* to support advocation for growth.
8	All	Continue improving work order management system and processes to support improved: – tracking of refurbishment and replacement intervals for assets – more accurate forecasting of maintenance and operating costs

Stouffville

Improvement Opportunities

No.	Service Area	Description
General Asset Management Planning Process Improvements		
8	All	Monitor current LOS and establish annual report to present current LOS performance against the LOS targets.
9	All	Continue to develop and formalize Asset Management governance structure.
11	All	Incorporate improvement inventory management system to better track acquisitions and disposals to ensure the asset inventory is current.
12	All	Review approach to delivering capital projects to better align the available annual budgets with the volume of capital work that can be delivered.
13	All	Incorporate the operational impacts to the IT team from technology projects that are initiated by other departments and then managed long-term by the IT team.
14	All	Develop a centralized repository of asset data with common Asset IDs that are consistent across all Town assets.
15	All	Collect condition data on assets with unknown condition.
16	Community	Continue collecting and updating asset data for parks, fields, trails, vehicles, and equipment.
17	IT	Develop a methodology to value in-house developed software solutions.
18	Environmental	Link Asset IDs from the CCTV condition assessment to the centralized asset repository.
19	Environmental	Continue collecting condition information on Stormwater Ponds from internal staff while exploring the use of an external assessor to provide a more fulsome condition assessment.

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